

Often Overlooked Items in Emergency Planning

Holley Wade, CSP, FPEM,
Hillsborough County
Emergency Management



Objectives

- Identify most commonly overlooked items in emergency planning
- Discuss the problems associated with these items
- Exchange of ideas and information

Definitions

Emergency Management Is the Process of Preparing For, Mitigating Responding to and Recovering From an Emergency.

Definitions

Business Continuity is a process which provides for the continuation of critical services regardless of any event that may occur.

Definition

A ***disaster*** is any unplanned event that can cause deaths or significant injuries to employees, customers or the public; or that can shut down your business, disrupt operations, cause physical or environmental damage or threaten the company's financial standing or public image.

However...



Disasters by definition cannot be planned for but a clear well thought-out plan can greatly enhance the chances for survival.

The Disaster Recovery Plan



Dilbert by Scott Adams

A Few of My Favorite Things....

- It can't/won't happen
- But we've ALWAYS done it this way
- Of course we have a plan...it's right over here under the rather large "dust bunny"
- "Our plan is fantastic...look at how big it is and the beautiful binder, besides the consultant that wrote it told us so"
- "Sure we've tested it...at least I think we've tested it...Hey Bob when did we last test this thing?"

Assumptions

- Everything else will be “normal operations”
- Everything needed to operate will be available (pens, paper...)
- Fuel supplies will last we will be able to get more fuel
- US Mail & delivery services will operate as normal
- We will be able to communicate
- The plan(s) will cover everything
- The other guy has it...did it...got it...will do it

Single Minded Planning

- A Comprehensive Emergency Management Plan includes:
 - Strategic Plan
 - Emergency Operations/Response Plan
 - Mitigation Plan
 - Continuity Plan
- Plans need to be integrated & coordinated
- The “product” vs. the “business”

Hazard & Vulnerability Analysis

- Inadequate or incomplete Hazard & Vulnerability Analysis
 - Hazards
 - Likelihood of occurrence & the vulnerability of people, property, the environment and the entity itself
- Ignoring external factors - nearby risks and limitations

Human Resources

- Ignoring or not fully acknowledging employee's relevant personal life situations
- Temporary or out of the ordinary situations which can affect plan execution
- Assuming all of your people will survive the disaster or be available to work
- Critical Incident Stress Management

Direction, Control & Coordination

- Incident Command or Incident Management System
- Someone has to be “in charge” of the incident
- Should be based on abilities rather than job titles

Succession

- All too often plans are based on the assumption — right or wrong — that we will live forever
- Must have pre-delegation of emergency authority
- At least 3 deep with provisions made to deal with vacancies, absence or inability to act
- Succession doesn't only mean the people in the “big corner office”

Crisis Communications

- Internal – Communications with employees
 - External – Customers, vendors, suppliers
 - Media – A necessary Evil and the least addressed of the three
-
- What about after-hours?
 - What about training?

Forgetting the Unforgettable

- Almost all organizations have had major disasters which have entered into corporate lore but what was done with “lessons learned”
 - Document the details – what went right, wrong, what was learned, what needs to be changed and *follow-up on recommended changes.*

Exercises, Evaluation and Corrective Actions

- Unless plans, supporting documents and arrangements are regularly reviewed and audited, there is a strong possibility that they might fall short when most needed
- ALL Plans need to be updated at least ANNUALLY
- All components of every plan need to be exercised – table-top thru full-scale
 - Regular business hours
 - After hours/weekends

Needs of Outside Emergency Organizations

- Assure local police and fire departments have up to date 24 hour contact information
- Updated building and facility plans
- Listing of chemicals and locations

Second Set of Eyes

- All plans need an occasional “outside audit” by a knowledgeable person from outside of the organization

Summary

- No plan is perfect
- Every situation is going to be different
- Every plan has room for improvement
- Despite the best planning efforts something is going to be forgotten

OK, so how are we going to do this?



Types of Plans

- Strategic Plan - Vision, mission, goals and objectives
- Emergency Operations/Response Plan - Assigns responsibilities for carrying out specific actions at projected times and places
- Mitigation Plan – Establishes interim and long-term actions to eliminate or reduce hazards

Types of Plans

- Recovery Plan – Establishes strategies based on short-term and long-term priorities, processes, vital resources and acceptable time frames for restoration of services, facilities and programs
- Continuity Plan – Identifies critical and time sensitive applications, vital records, processes and functions that shall be maintained as well as the personnel, equipment and procedures necessary during recovery

The Five Steps In The Planning Process

- Establish a Planning Team
- Analysis and Compilation
- Develop the plan
- Implement the plan
- Test, update and maintain the plan

Establish A Planning Team

- Define team's mission
- Determine the team's size and membership
- Assign specific tasks to team members
- Define goals, objectives and timelines for the team

Where Do You Stand Right Now?

- Review internal plans & policies
- Identify any applicable legislation, regulations, directives, policies or industry codes of practice
- Identify critical products, services and operations
- Review insurance coverage(s)

Succession and Direction, Control and Coordination

- To assure that the leadership will continue to function effectively under disaster/emergency conditions
 - Designation of 3 successions for each position
 - Provisions to deal with vacancies, absences or inability to act
- Use of an Incident Management System to direct, control and coordinate response and recovery operations
 - Specific roles, titles and responsibilities should be identified

Hazard Identification, Risk Assessment, & Impact Analysis

- Identify hazards
 - That could occur within your facility/property
 - That could occur in your community
- Identify the likelihood of occurrence
- Estimate the potential detrimental impact
 - Health & safety of people in the affected area
 - Continuity of operations
 - Property, facility & infrastructure
 - Delivery of services
 - Reputation or confidence in the company/organization

Group Exercise/Discussion



What Kinds Of Events Could Effect Me?

- Natural
 - Flood, Hurricane/Tropical Storm, Tornado, Lightning, Wildfire...
- Man-made
 - Fire, Plane Crash, Water Leak, Power Loss, Vandalism, Civil Disturbance, Computer Virus, Employee Actions...
- Other
 - Equipment failure, Death of Critical Staff...

What Type Of Events Commonly Happen?

- Loss of electrical power (#1)
- Lightning Strikes
- Localized Flooding
- Sinkholes
- Hazardous Material Spills
- Industrial Accidents
- Tornadoes
- Tropical Storms / Hurricanes

Hazard Mitigation

- Identify hazards that can be eliminated or mitigated
- Develop a strategy
 - Reduction, redundancy, relocation, retrofit, or removal
 - Separation of the hazard from what is being protected

Group Exercise/Discussion



Resource Management

- Identify available internal & external resources
 - Personnel, equipment, training, facilities, funding, expert knowledge, materials
- Identify the time-frames they will be needed
- Identify the quantity, response time, capabilities and limitations, cost and liability connected with using identified resources
- Identify shortfalls and steps necessary to overcome them
- Mutual aid

Resource Management

- Human Resources
 - Know your employees and their capabilities
 - Determine your minimum personnel needs
 - Prioritize your personnel list
 - Determine where your employees live

Communications & Warning

- Identify the conditions that require emergency communications / warning
- Establish emergency communications and warning protocols, processes and procedures
 - All phases of response and recovery
- Develop and maintain a reliable capability to alert emergency response personnel and notify leadership

Communications

How do you talk?

- Hand Signals
- Messenger
- Telephone
- Two-way Radio
- Facsimile
- Microwave Radios
- Satellites
- Computers with Modems
- Computers on Networks

Operations & Procedures

- Life safety
- Incident stabilization and property conservation
 - Control of access to area affected
 - Identification of personnel involved in incident activities
 - Accounting for persons affected, displaced, or injured
 - Mobilization and demobilization of resources
 - Critical Incident Stress Management

Crisis Communications & Public Information

- Identify and develop procedures to disseminate and respond to requests for pre-disaster, disaster and post-disaster information requests
 - Internal
 - External
 - Media

Finance & Administration

- Identify and develop procedures to ensure fiscal decisions can be expedited in accordance with pre-established authority levels and accounting principals
- Identify and develop a system to track and document event related costs separate from regular operations

Develop The Plan

- Executive Summary
- Address The Emergency Management Elements
- Spell Out The Emergency Response Procedures
- List All Your Supporting Documents
- List All Your Resources

Implement The Plan By Training And Exercises

- Orientation And Education Sessions
- Tabletop Exercises
- Walk-through Drills
- Functional Drills
- Evacuation Drills
- Full-scale Exercises

Advice from the
“Sage of Disasters”

IF YOU FAIL TO PLAN
THEN YOU HAD BETTER
PLAN TO FAIL!

Questions?

Holley Wade, CSP, FPEM
Hillsborough County Emergency
Management
(813) 276-2385
wadeh@hillsboroughcounty.org